



1-800-flowers[®]com

INVESTOR PRESENTATION



Forward Looking Statements

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements represent the Company’s current expectations or forecasts concerning future events; they do not relate strictly to historical or current facts. Such statements can generally be identified by words such as “anticipate,” “estimate,” “expect,” “project,” “intend,” “plan,” “believe,” “foresee,” “forecast,” “likely,” “should,” “will,” “target,” or similar words or phrases. These forward-looking statements are subject to risks, uncertainties, and other factors, many of which are outside of the Company’s control, which could cause actual results to differ materially from the results expressed or implied in the forward-looking statements, including, but not limited to, statements relating to future actions; the Company’s ability to leverage its operating platform and reduce its operating expense ratio; its ability to successfully integrate acquired businesses and assets; its ability to successfully execute its strategic priorities; its ability to cost effectively acquire and retain customers and drive purchase frequency; the outcome of contingencies, including legal proceedings in the normal course of business; its ability to compete against existing and new competitors; its ability to manage expenses associated with sales and marketing and necessary general and administrative and technology investments; its ability to reduce promotional activities and achieve more efficient marketing programs; and general consumer sentiment and industry and economic conditions that may affect levels of discretionary customer purchases of the Company’s products. The Company cannot guarantee that any forward-looking statement will be realized. Achievement of future results is subject to risk, uncertainties and potentially inaccurate assumptions, which include, but are not limited to, those described in Part 1, Item 1A, “Risk Factors” and elsewhere in the Company’s Annual Report on Form 10-K and its Quarterly Reports on Form 10-Q. Should known or unknown risks or uncertainties materialize, or should underlying assumptions prove inaccurate, actual results could differ materially from past results and those anticipated, estimated or projected. You should bear this in mind as you consider forward-looking statements. The Company undertakes no obligation to publicly update any of the forward-looking statements, whether because of new information, future events or otherwise, made in this presentation or in any of its SEC filings. Consequently, you should not consider any such statements to be a complete set of all potential risks and uncertainties. For a more detailed description of these and other risk factors, refer to the Company’s SEC filings, including the Company’s Annual Reports on Form 10-K and its Quarterly Reports on Form 10-Q.



Who We Are

- A leading gifting company helping customers connect and celebrate life's meaningful moments
- Portfolio of well-known brands, led by 1-800-Flowers.com and Harry & David
- Broad assortment across floral, gourmet foods, gift baskets and personalized products
- Integrated capabilities spanning merchandising, sourcing, fulfillment and customer engagement
- Serving customers across everyday and seasonal gifting occasions through owned and expanding third-party channels

FLWS at a Glance

\$1.5B Fiscal 2026 Revenue	7M+ Customers FY26 Period	700K Celebrations Passport Members (FY26)
6M Pounds of Moose Munch Made Annually		12K Tons of Comice Pears Harvested Annually
1976 Founded	95M Stems Delivered Annually	~77% Revenue from Existing Customers

FLWS: A Leading Gifting Platform with Multiple Opportunities to Drive Profitable Growth



Leading brands positioned around meaningful, recurring gifting occasions



Broad customer and category reach with opportunities to deepen engagement and expand over time

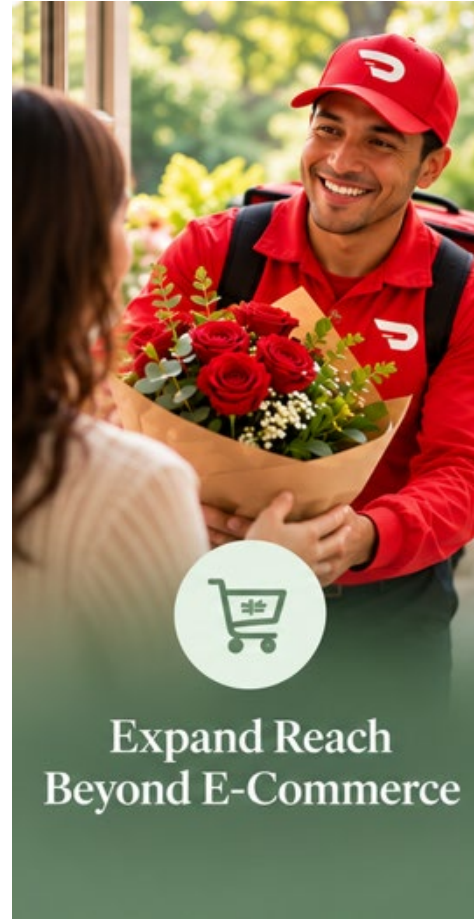


Scaled operating platform with a more efficient cost structure and multiple avenues for profitable growth



Transformation creates an opportunity to improve revenue growth, profitability and cash generation

We Launched a Multi-Year Transformation to Build a Stronger Foundation for Growth Through Four Strategic Pillars



Refreshed Leadership Team Aligned on Strategy and Focused on Executing Our Transformation



Adolfo Villagomez
Chief Executive Officer



James Langrock
Chief Financial Officer



Melanie Babcock
Chief Marketing and
Growth Officer



Nelson Tejada
Chief Merchandising Officer



Ned Ford
Chief Operations Officer



Jon Feldman
Chief Commercial Officer



Henry Mori
Chief Product and AI Officer



Alex Zelikovsky
Chief Information Officer



Michael Manley
SVP, General Counsel and
Corporate Secretary



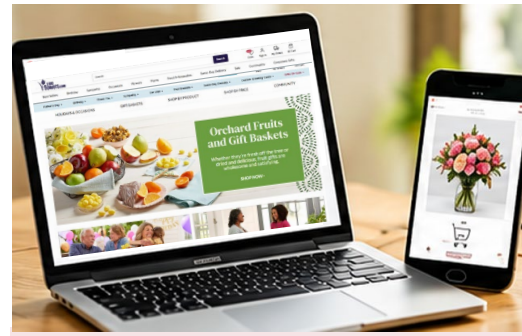
Steve Roberts
SVP, Business Development

Fiscal 2026 Strengthened the Foundation of the Business



Strengthened Customer Focus

- Customer insights and data informed decision making
- Improved execution during key holiday periods
- Enhanced customer experience across brands
- Simplified customer journey



Modernized Marketing & Digital Experience

- Began building a more balanced and broader funnel approach to customer acquisition and retention
- Implemented emphasis on marketing contribution margin to evaluate marketing investments



Enhanced Talent and Accountability

- Transitioned to a function based operating model
- Reduced duplication, improved decision making and strengthened accountability
- Clarified ownership across merchandising, marketing, and digital teams



Improved Operating Efficiency

- Achieved \$50 million of run-rate savings ahead of plan
- Additional \$15-\$20 million of run-rate savings identified for FY27
- Simplified organization and reduced layers

With a Stronger Foundation in Place, We are Focused on Four Key Priorities to Advance our Transformation in FY27

1

Accelerate Revenue Recovery

Improve the fundamental drivers of demand and build a more sustainable revenue trajectory.

2

Modernize the Customer Experience

Simplify the customer journey and improve search, discovery, conversion and personalization.

3

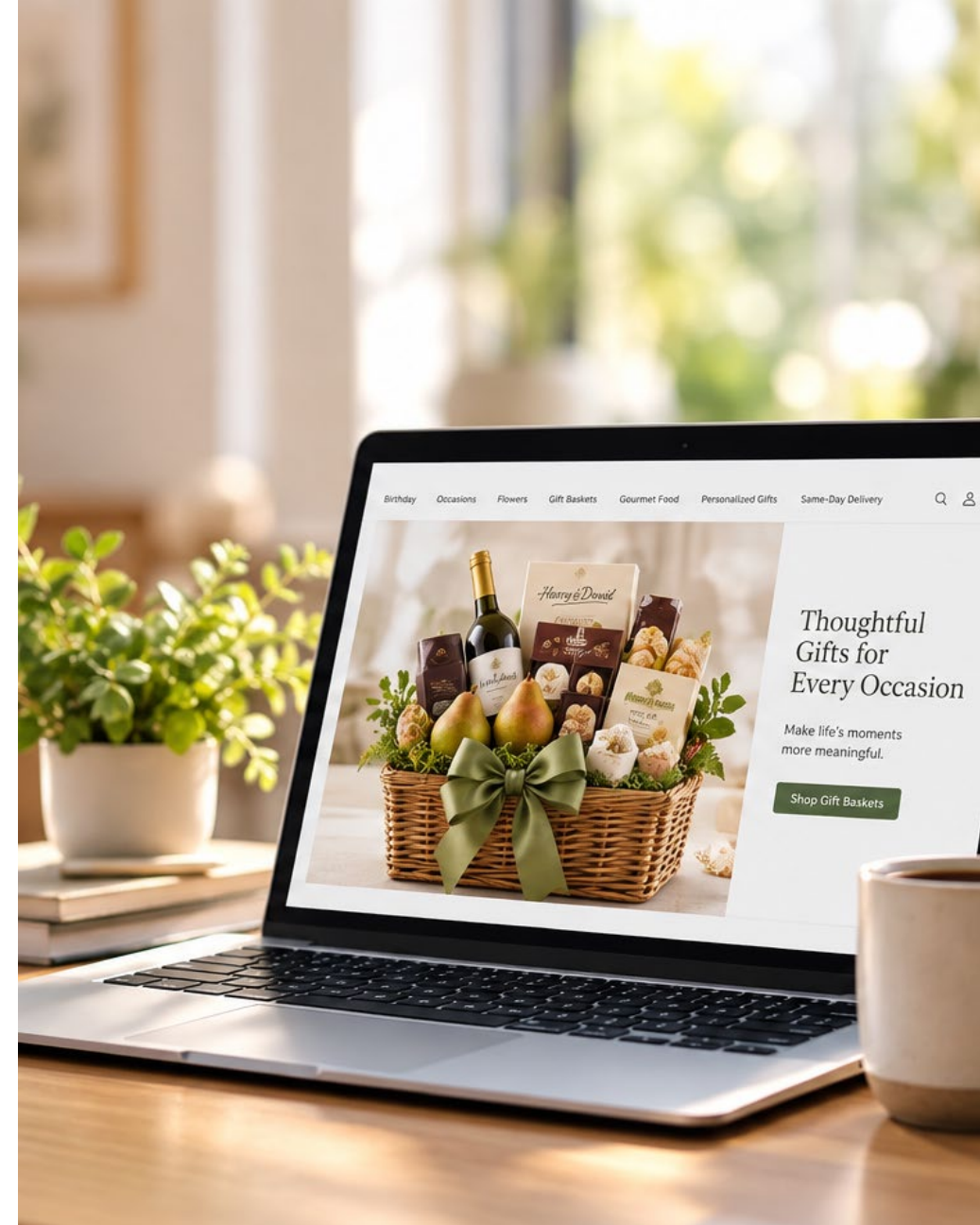
Increase Marketing Productivity

Modernize MarTech, improve customer acquisition and retention, and continue a disciplined test-and-learn approach.

4

Execute with Discipline

Maintain cost discipline while reinvesting savings behind the highest-return strategic initiatives.



Focusing on What Drives Demand to Accelerate Revenue Recovery



Acquire

Reach more high-value customers

Expand reach across owned and third-party channels, improve acquisition efficiency and refine targeting and merchandising.



Engage

Deepen customer relationships

Strengthen engagement across occasions, improve relevance through personalization and expand opportunities to interact with our brands.



Convert

Make it easier to purchase

Improve search and product discovery, simplify the path to purchase and optimize conversion and basket size.



Retain & Grow

Increase frequency and lifetime value

Strengthen Passport and loyalty, increase purchase frequency across occasions and drive repeat purchasing and multi-category engagement.

Modernizing the Customer Experience

Simplifying the customer journey and improve search, discovery, conversion and personalization.



Better search and discovery

Help customers find the right gift faster.



A simpler, faster checkout

Reduce friction across the purchase journey.



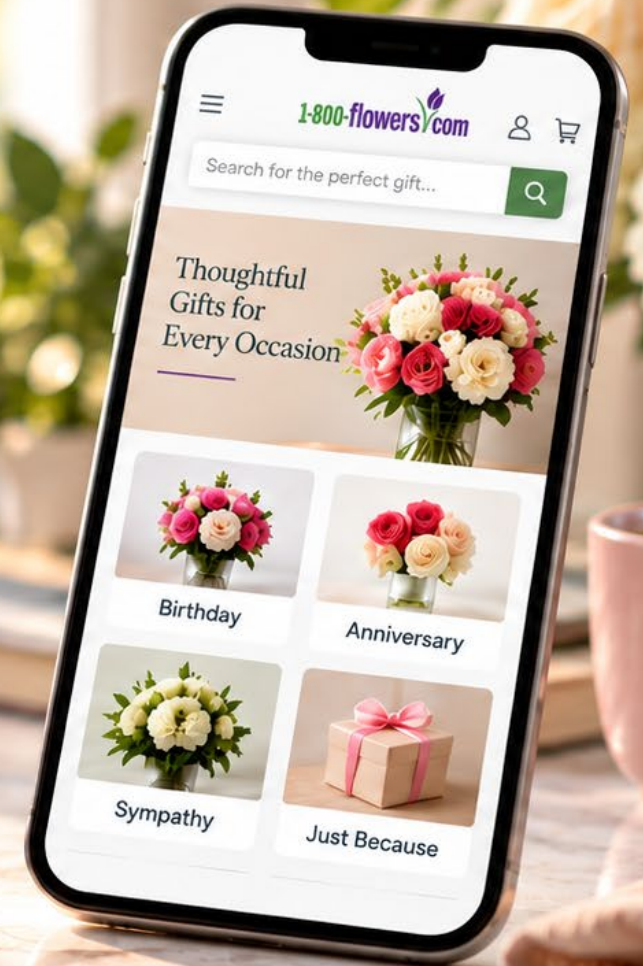
More personalized experiences

Deliver relevant products, offers and content.



Higher conversion and larger orders

Optimize the digital experience across channels.



Developing a More Modern, More Productive Marketing Engine

FY26 Progress



Shifted focus from revenue volume toward contribution margin



Improved ad-to-sales efficiency



Established a more disciplined approach to customer acquisition



Began building capabilities in personalization and loyalty



FY27 Focus



Modernize MarTec infrastructure



Expand personalization and build deeper customer relationships



Improve retention, frequency and customer lifetime value



Scale what works through a data driven test-and-learn approach



Strong Foundation of Existing Customers to Build Upon

77%

Revenue from
Existing Customers

26%

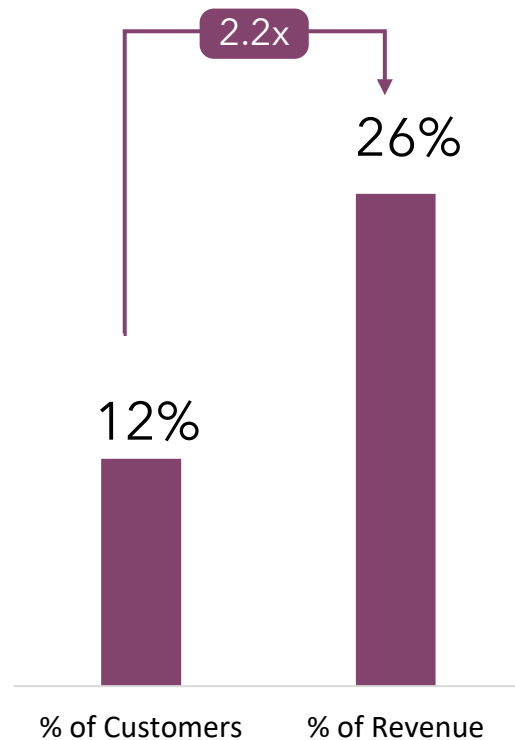
Revenue from
Multi-Category
Customers

19%

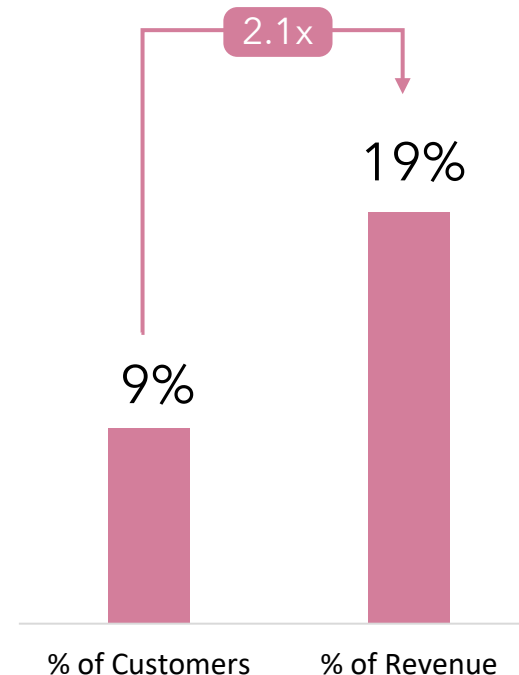
Revenue from
Passport Members

Deepening Relationships with and Growing Our High-Value Customers Creates a Long-Term Revenue Growth Opportunity

Multi-Category Customers



Passport Members



2x-3x

Higher Average Spend

Amongst Customers who are Passport Members and Shop Multiple Categories

Measuring Progress as our Transformation Takes Hold

- Improve revenue trends by strengthening acquisition, engagement, conversion, retention and frequency
- Increase customer lifetime value through greater customer satisfaction and enhanced value proposition
- Improve marketing returns through better use of data, technology and personalization
- Expand operating leverage through a more efficient cost structure and disciplined investment
- Drive more consistent execution through clearer accountability and data-driven decision making



Enhancing Financial Flexibility to Support Our Transformation



Enhanced Flexibility Through Credit Agreement Amendment

Amended credit agreement to extend existing covenant relief and provide greater flexibility around potential asset-sale proceeds, including the ability to retain a portion of proceeds for investment in strategic initiatives.



Evaluating Capital Raising Options

Evaluating a range of options to optimize our capital structure and provide additional capital to support investments in our transformation and future growth, including public or private debt or equity financings, divestitures of non-strategic assets and other capital structure transactions.



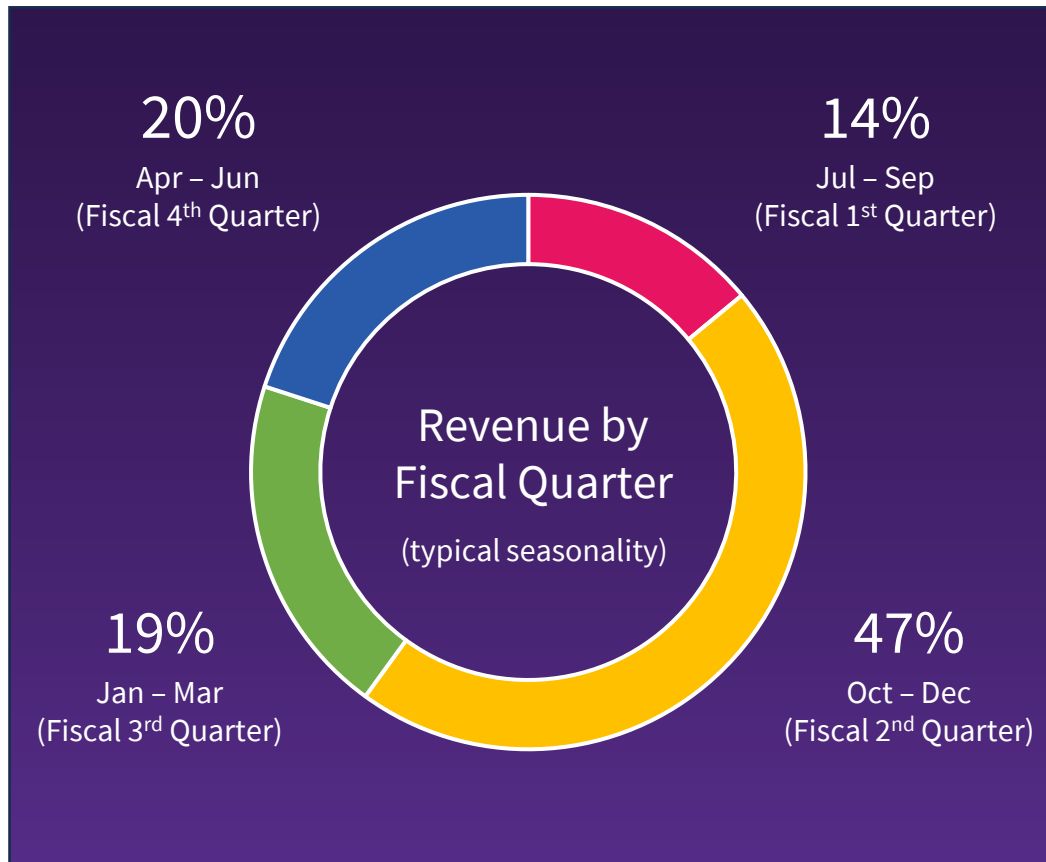
Simplifying Portfolio and Sharpening Focus

Simplifying the business and directing capital and resources toward our primary brands and the opportunities we believe have the greatest potential to create long-term value.

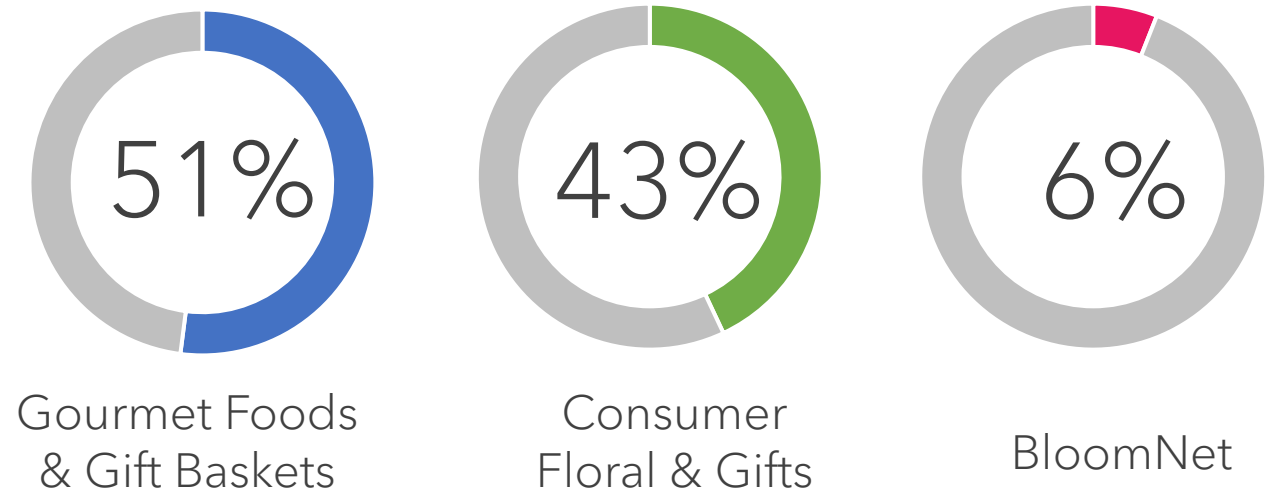
FINANCIAL INFORMATION



FY26 \$1.5 Billion Revenue Composition

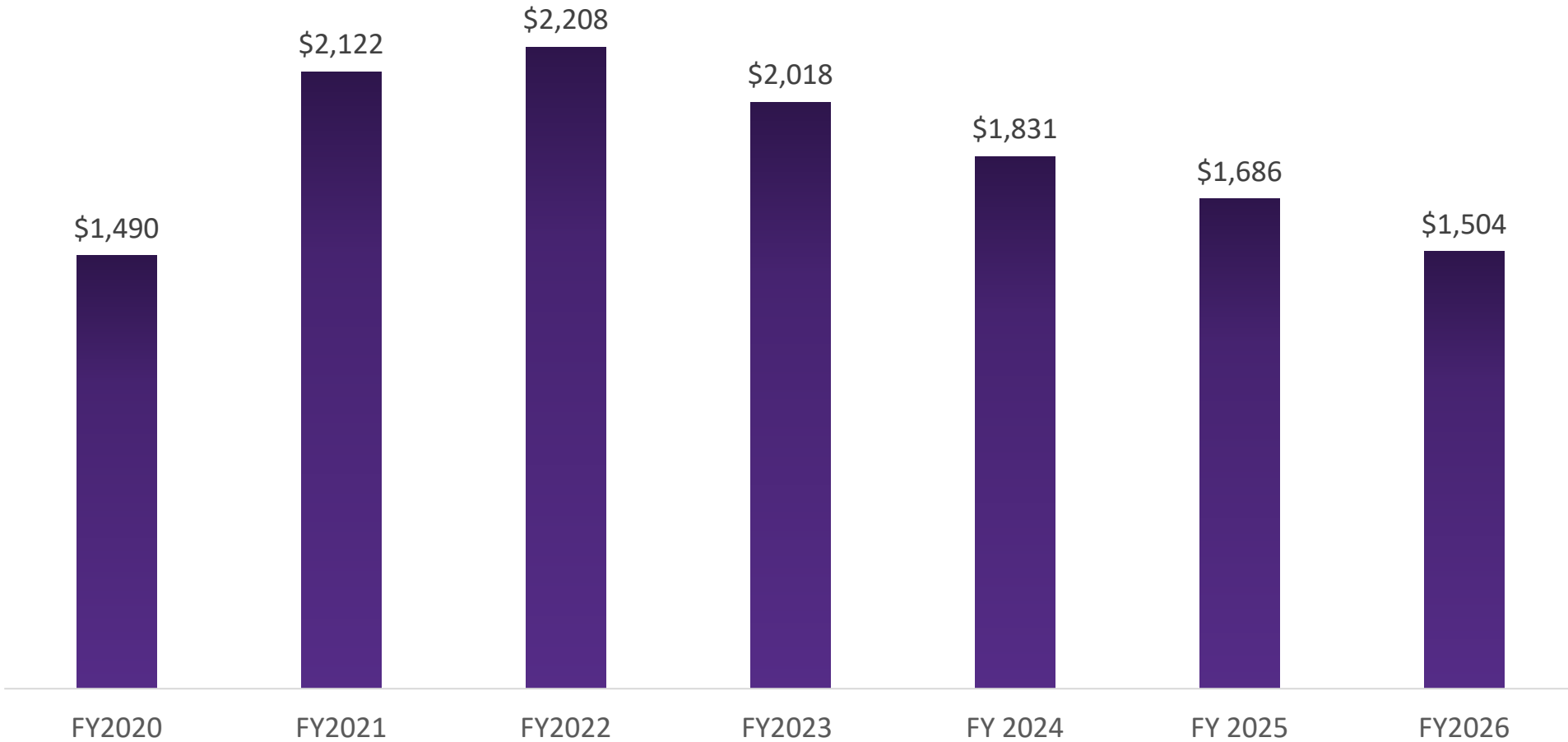


Revenues by Segment

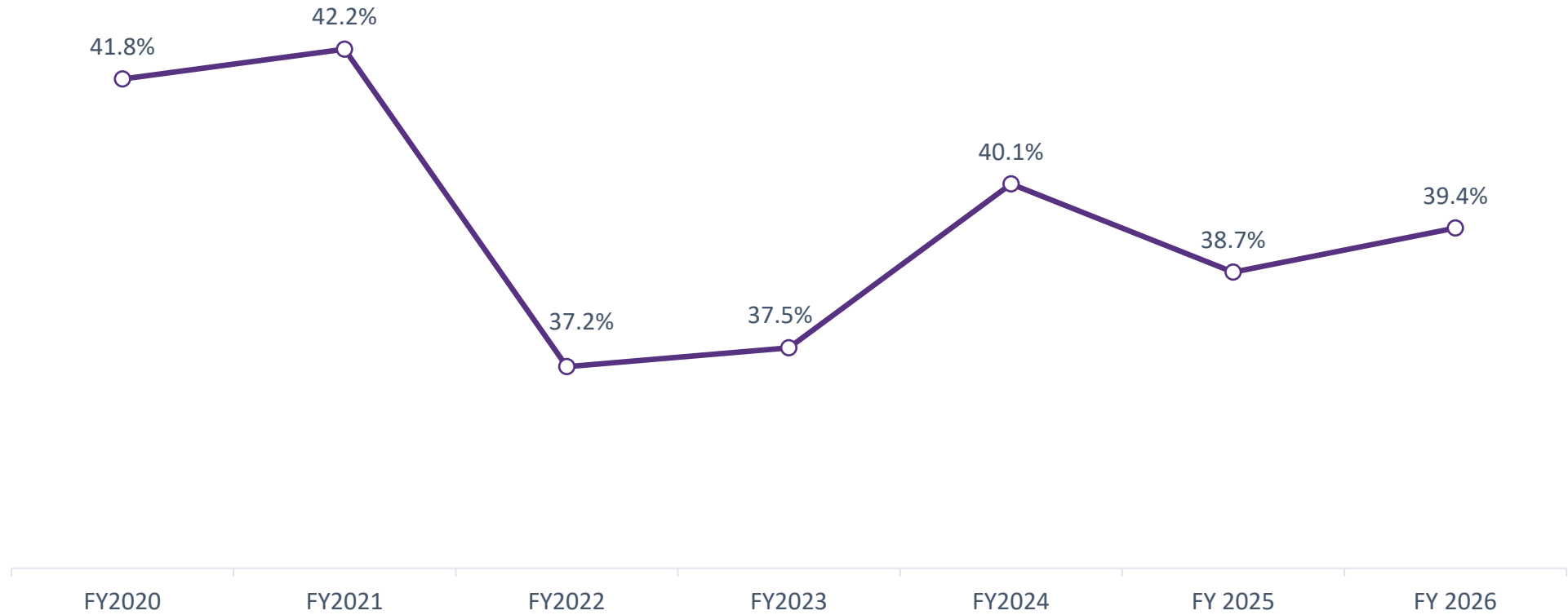


Historical Revenues

\$ in millions

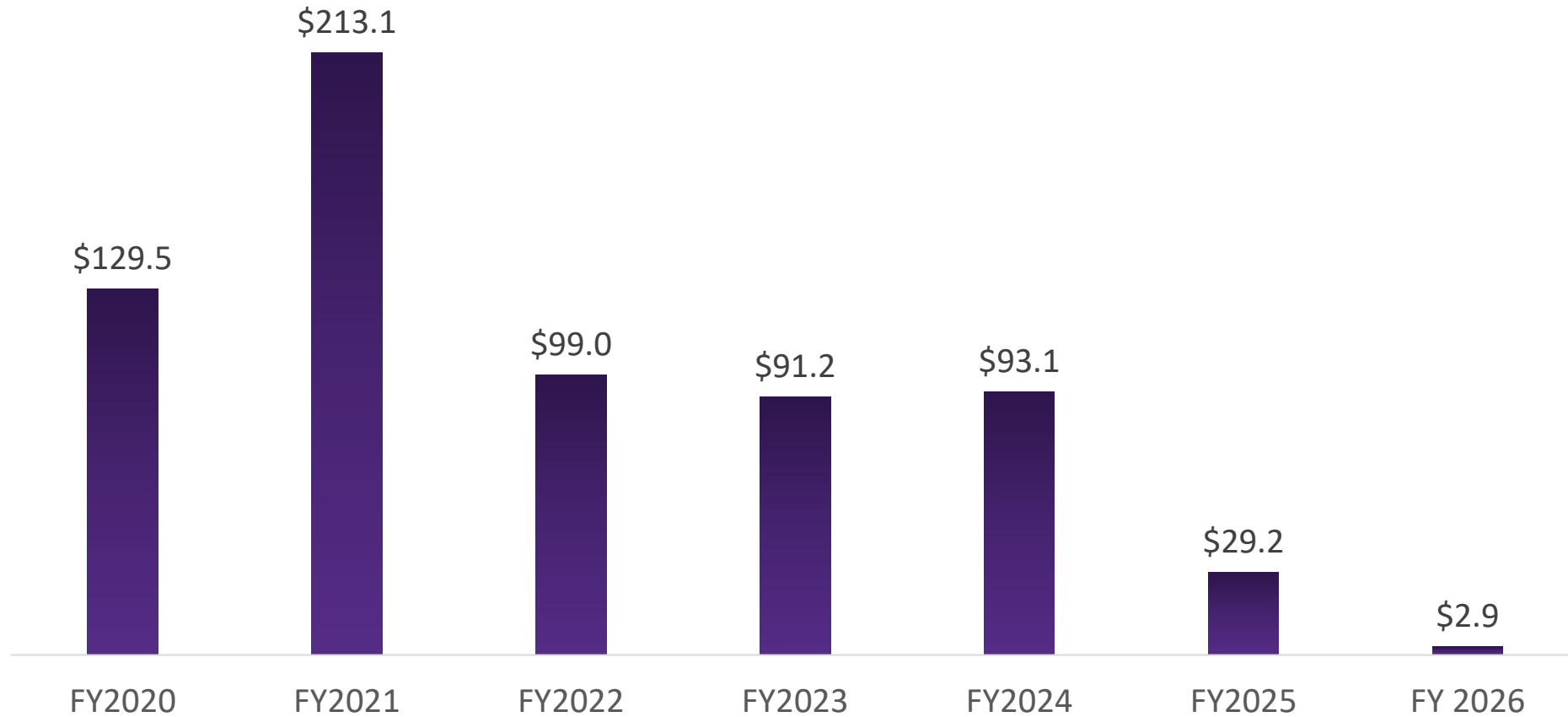


Historical Gross Profit Margin



Historical Adjusted EBITDA

\$ in millions





NASDAQ:
FLWS

Appendix

Adjusted EBITDA Reconciliation

\$ in 000s

Reconciliation of net income (loss) to adjusted EBITDA (non-GAAP):

	Years Ended						
	June 28, 2026	June 29, 2025	June 30, 2024	July 2, 2023	July 3, 2022	June 27, 2021	June 28, 2020
Net income (loss)	\$ (134,765)	\$ (199,993)	\$ (6,105)	\$ (44,702)	\$ 29,610	\$ 118,652	\$ 58,998
Add: Interest expense and other, net	7,652	8,544	3,830	11,751	10,999	(28)	2,522
Add: Depreciation and amortization	53,617	53,618	53,752	53,673	49,078	42,510	32,513
Add: Income tax expense (benefit)	(4)	(13,364)	203	(2,060)	1,492	30,463	18,844
EBITDA	(73,500)	(151,195)	51,680	18,662	91,179	191,597	112,877
Add: Stock-based compensation	11,256	11,891	10,688	8,334	7,947	10,835	8,434
Add: Compensation charge related to NQ plan investment appreciation (depreciation)	7,708	5,423	6,904	(822)	(3,583)	5,713	347
Add: Goodwill and Intangible Impairment	45,154	143,823	19,762	64,586	-	-	-
Add: Transaction costs	-	-	269	444	540	5,403	2,706
Add: Restructuring costs/Severance	12,312	5,823	2,564	-	-	-	-
Add: Litigation settlement	-	-	1,200	-	2,900	-	-
Add: System Implementation Costs	-	13,401	-	-	-	-	-
Deduct: Harry & David store closure cost adjustment	-	-	-	-	-	(483)	5,177
Adjusted EBITDA	<u>\$ 2,930</u>	<u>\$ 29,166</u>	<u>\$ 93,067</u>	<u>\$ 91,204</u>	<u>\$ 98,983</u>	<u>\$ 213,065</u>	<u>\$ 129,541</u>

Please refer to the company's 10-K filings for additional information on adjusted EBITDA.